

COMMUNITY FACILITIES - CAPITAL FACILITIES/INFRASTRUCTURE

The Cape Cod Commission, through its Regional Policy Plan for Barnstable County, has established overall planning goals and minimum performance standards for Capital Facilities/Infrastructure. Eastham's goals and minimum performance standards are consistent with the Regional Policy Plan.

Town of Eastham Goals and Performance Standards

- 4.4.1 Goal:** To identify and provide state-of-the-art community and regional facilities which meet community and regional needs consistent with the goals and policies established in the Eastham Local Comprehensive Plan (LCP), Regional Policy Plan (RRP), and the Cape-wide Regional Infrastructure and Facilities (RIF) Plan.

Minimum Performance Standards

- 4.4.1.1 Approval of development and redevelopment that increase the intensity of use shall be based on existing infrastructure and system capacity or on a development's ability to provide the infrastructure and services necessary to support it. The provision of infrastructure and services shall be consistent with the Minimum Performance Standards in the Regional Policy Plan and consistent with the town's Local Comprehensive Plan, Capital Improvements Plan, and the Regional Infrastructure and Facilities Plan. Outside of Growth/Activity Centers and Growth Incentive Zones installation by the developer of necessary infrastructure shall be timed to meet the need generated by the development. Within Growth/Activity Centers and Growth Incentive Zones, the developer may provide a contribution of funds toward the necessary improvements.
- 4.4.1.2 Development of new infrastructure shall occur only after an analysis of the impacts of this infrastructure with regard to land use, traffic, water quality, natural resources, affordable housing, community services, historic preservation, and community character as well as other applicable issue areas noted in the Regional Policy Plan and shall be consistent with the town's Local Comprehensive Plan and Capital Improvements Plan and with the Regional Infrastructure and Facilities Plan.
- 4.4.1.3 Privately provided infrastructure to serve development and redevelopment shall be consistent with the Local Comprehensive Plans and the Regional Infrastructure and Facilities Plan and, when constructed off-site, shall receive formal approval from the town and other jurisdictional agencies, such as the Massachusetts Highway Department or the Department of Environmental Protection, prior to construction.

Other Developmental Review Policies

- 4.4.1.4 Public investments, including construction or expansion of infrastructure and facilities, including but not limited to municipal buildings, water supply and distribution, sewage collection and treatment, roads, telecommunications, and related facilities, should

reinforce the traditional character and village development patterns of Cape Cod. This includes burial of electric and telecommunications utility lines.

- 4.4.1.5 Development and redevelopment should be encouraged to locate in Growth/Activity Centers and Growth Incentive Zones and areas where sufficient capacity exists with regard to transportation and water resources, and where adequate infrastructure already exists or is planned in the Local Comprehensive Plans and/or the Regional Infrastructure and Facilities Plan.

- 4.4.2 Goal:** To encourage the provision of state-of-the-art and appropriately sited telecommunications infrastructure and facilities so as to promote economic development, telecommuting, and preservation of the quality of life and visual character of the Cape, and to make available high-speed telecommunications services to all communities and all classes of users.

Minimum Performance Standards

- 4.4.2.1 Wherever feasible, new wireless telecommunications facilities shall be required to locate on existing structures and/or co-locate with existing facilities in order to minimize their visual and environmental impacts. Construction of new telecommunications towers requires the commitment of two or more co-locators and shall be consistent with Wireless Technical Bulletin 97-001, as amended. All wireless telecommunication facilities shall locate on town owned land.

Other Development Review Policies

- 4.4.2.2 Development of new office and industrial buildings should include wiring to provide high-bandwidth fiber optics, for either present or future service capabilities. Redevelopment of existing office space and industrial buildings should provide a cost analysis for retrofitting to provide high-bandwidth fiber optics.
- 4.4.2.3 Redevelopment of existing office space and industrial buildings should be encouraged to provide installation of high-bandwidth fiber optics.

Background

A discussion of capital facilities and infrastructures in Eastham is best handled as parallel but separate discussions. Capital facilities include municipal buildings, such as public safety structures, libraries, schools, municipal office buildings, parks and community centers. Capital infrastructure is generally considered as limited to structure supports such as roads, water service, solid waste disposal, wastewater management, utilities and telecommunications. The necessity for these capital facilities and infrastructures drives and limits population growth in a community. The growth in population in the Town of Eastham and the age of existing capital structures has required the town to engage in the renovation, expansion, construction and several major municipal capital facilities. Infrastructure improvements, primarily municipal water, and undergrounding of electrical service, have been so limited as to be non-existent.

Telecommunications upgrades have occurred as the local Cable Company rebuilds and includes an upgrade to fiber optic and high speed Internet for residential customers only. A major bridge across Boat Meadow Creek on Bridge Road was rebuilt, several local roads have been resurfaced to high quality asphalt, and portions of Route 6, the main road in the town has been resurfaced and new drainage has been added.

Infrastructure improvements have kept pace with population growth in some areas and are woefully inadequate in others and overall have not been as focused and concentrated as would be necessary if this were to serve as a real growth tool.

The Regional Policy Plan encourages the development of infrastructure in such a way as to concentrate growth in these well serviced or Growth/Activity Centers and Growth Incentives Zones. Land use planning tools such as zoning, overlay districts, and incentive or bonus zoning may also prove useful in creating such zones. Surely, the infrastructure limitations will be the key component in shaping community growth and thus the relationship between community services and growth is very important.

New development agreements or special permit conditions can assist in funding or constructing needed infrastructure. But fiscal incentives to the town from the developer cannot hold sway over unwisely located infrastructures, which create growth opportunities inconsistent with the local and regional model of creating growth centers.

The Local Comprehensive Plan should provide the guidelines for the provision of needed services, including timing and funding. Such a plan examines the existing conditions and then suggests long-range goals.

Existing Conditions

In the time since 1996, the Town of Eastham has completed the upgrade and renovation of several of the Town's fixed assets. A list of key projects included:

- Closure and capping of the active landfill site
- Renovation of the Eastham Town Hall
- Construction of a new Fire Station
- Reconstruction of Wiley Park Rest Room

Two major projects are in the planning stages: the redesign and expansion of Transfer Station (2002), and the feasibility of renovation or new construction of the elementary school (2002).

The town of Eastham landfill, while still under Department of Environmental Protection (DEP) orders to continue testing and monitoring of gas and water quality, is completely capped and closed to the satisfaction of DEP. The project was completed at a cost of 1.1 million dollars. The funds were borrowed from the state's Water Pollution Abatement Trust for 0%. The Eastham landfill was one of the first in the state to take advantage of this funding source for landfill capping and was also among one of the first landfills on the lower/outer cape to be closed and capped.

In 1999 funding was approved for the construction of a new fire station. The new station built on the site of the old is more than twice the size of the old station and is expected to serve the needs of the citizens for the next twenty-five to thirty years. The station was complete in October 2001. It is capable of accommodating an overnight staff of eight, the garage area will hold eight pieces of equipment and gear, and the building is fully sprinkled.

In 1999 the Town applied for and was awarded a grant to reconstruct the bathhouse at Wiley Park. The facility was in poor condition and was not handicapped accessible. Using local and state funds the facility was upgraded and a ramp constructed to provide access to the water. This project cost in excess of \$200,000.

In 1999 the Town was awarded a grant to construct a shellfish hatchery and training facility on town owned land. The project resulted in the “greenhouse” like facility at Hemenway Landing. This facility trains mostly low and moderate-income individuals in aquaculture techniques. It also serves as a local hatchery and facility for the Town of Eastham and county seed stock.

Additional Projects Under Discussion Include:

- Roadway maintenance (on-going);
- Construction of a 1,600 linear foot ocean-side beach with a 300-car parking lot;
- Improvement of all beach restroom areas and parking lots; and
- Addition to the DPW facility to accommodate the municipal building department

Following is a listing of all existing town owned property over 5 acres. (This listing does not include landings, beaches, or open space.)

Table 22: Town Owned Property over 5 Acres (Exclusive of landings, beaches and open space)

Property	Acreage
Old County Road (Blk.28 Lot 5)	5.00
Highway Department (555 Old Orchard Road)	18.93
Herringbrook Road (31 Wiley Park)	44.10
725 Samoset Road	17.06
1620 Samoset Road (26A Comfort Station)	29.52
End of Samoset Road	6.10
Lamont Smith	23.69
200 Schoolhouse Road (Eastham Elementary School)	11.40
Municipal Facilities (Town Hall, Fire, Police, Little League)	8.21
Candlewood and Forrest Avenue	16.70
Roach Property	63.30
Merrill - Samoset Road	0.50
Purcell Property	11.00

Source: Town of Eastham

Table 23: Town of Eastham Asset Inventory and Location

Title	Address
General Government:	
*Town Hall and Recreation Building	2510 State Highway (Rt. 6)
Public Safety:	
*Police Station	2600 State Highway (Rt. 6)
*Fire Station	2550 State Highway (Rt. 6)
Education:	
Elementary School	Schoolhouse Road
Public Services:	
Department of Public Works (DPW)	555 Old Orchard Road
(Garage, Tractor Shed, Shed)	555 Old Orchard Road
Roadway System (46.4 miles)	Throughout Town
Septic Waste System	
(Tri-Town Septage Plant, 1/3 owner)	Orleans
Solid Waste Disposal System	
(Transfer Station)	Old Orchard Road
Common Facility and Service Assets:	
Public Library	Samoset Road
*Senior Citizens Center	Nauset Road
Recreation System:	
Little League Field	2500 State Hwy. (Rt. 6)
Information Booth	Route 6
Comfort Stations (3)	First Encounter
	Cooks Brook Beach
	Wiley Park
Historic Site – Old Windmill	Route 6
Cemeteries:	
Herring Pond	Bridge Road
Congregational and Soldier's	Route 6
Old Cove Burial Ground	Route 6

Table 23: Town of Eastham Asset Inventory and Location (continued)

Public Beaches with Parking Lots:	
South Sunken Meadow	Off Sunken Meadow Rd
Cooks Brook	Off Steele Road
Campground	Off Shurtleff Road
Thumpertown	Off Thumpertown Road
Wiley Park	Off Herringbrook Road
Cole Road	Off Cole Road
First Encounter	Samoset Road
Great Pond	Great Pond Road
Herring Pond	Off Herringbrook Road
Rock Harbor (marina)	Off Dyer Prince Road
Collins' Landing (boat Launch)	Off Route 6
Hemenway Landing (ramp & parking)	Off Route 6
Salt Pond (parking)	Off Route 6
Vehicles and Rolling Stock (40 units)	Throughout Town

Source: Town of Eastham

**Emergency Facilities/Shelters plus Nauset Regional High School*

NOTE: Nauset Regional, Eastham Elementary and Nauset Middle Schools are classified Emergency shelters. The Nauset Kennels is designated as emergency animal shelter/hospital.

Funding information for town projects is provided below:

Table 24: Direct Debt Summary - June 30, 2001

**General Obligation Bonds
Outstanding:**

Project	Date of Issue	Outstanding at 6/30/01
Town Hall Renovations	10/15/95	\$850,000
Land Acquisition	04/01/97	870,000
MWPAT Landfill Capping	11/01/98	1,099,516
MWPAT Septic Program	08/01/99	200,000
Fire Station Construction	10/15/00	2,250,000
Total bonds and notes payable		\$4,419,516

Map 17: Capital Facilities Map

Debt Service Requirements

The following table sets forth the required principal and interest payments on outstanding general obligation bonds of the Town of Eastham, as of June 30, 2001.

Table 25: General Obligation Bonds Debt Service Requirements as of June 30, 2001

Fiscal Year Ending 6/30/01	Principal	Interest	Total
2002	\$488,157	\$241,912	\$730,069
2003	489,549	219,233	708,782
2004	491,035	196,706	687,741
2005	492,520	174,067	666,587
2006	494,098	151,040	645,138
Thereafter	2,814,157	673,870	3,488,027
Total	\$5,269,516	\$1,656,828	\$6,926,344

Source: General Purpose Financial Statements Fiscal Year ended June 30, 2001

Authorized Unissued Debt and Prospective Financing

There is no authorized but unissued debt for the Town of Eastham. May 2002 ATM voted to borrow an additional \$200,000 from the WPAT to fund septic improvement loans to homeowners.

Overlapping Debt

The Town of Eastham is in Barnstable County, is a member of the Cape Cod Regional Transit Authority, and one of twelve members of the Cape Cod Regional Technical High School District. The following table sets forth the outstanding bonded debt, exclusive of temporary loans in anticipation of bonds or current revenue of Barnstable County, the Cape Cod Regional Transit Authority, the Nauset Regional School District and the Cape Cod Regional Technical High School District as of February 14, 2002, and the Town of Eastham's gross share of such debt and the fiscal dollar assessment for each.

Table 26: Outstanding Bonded Debt (with exclusions noted above)

Overlapping Entity	Outstanding Debt	Estimated Share	Dollar Assessment
Barnstable County	\$1,040,000	3.23%	\$157,598
Cape Cod Regional Transit Authority	0	0.68	5,241
Nauset Regional School District	15,015,000	22.94	2,940,624
Cape Cod Regional Technical High School District	0	2.94	177,422

Source: Final Official Statement, February 14, 2002

General Town Administration

Management Structure

The management structure of the Town is laid out in the Eastham Home Rule Charter. An appointed Town Administrator and a five member Board of Selectmen, elected at large for staggered three-year terms, form the executive branch of the government. The Town maintains an open town meeting as the legislative branch. In addition to appointed department heads, the charter identified an elected Town Clerk and Treasurer/Tax Collector, elected Board of Trustees to administer the Library, elected local and regional school committee members, and elected Housing Authority members. The Town Charter required that the moderator establish a Charter Review Committee in once every ten years or in any year ending in zero. In 2000, the moderator appointed such a charter review committee. They reported to the May 2000 Annual Town Meeting and several changes were adopted by that town meeting. The major change was to eliminate the elected Treasurer/Tax Collector position in favor of an appointed position. This and other changes are pending before the state legislature, which must approve any such charter changes.

General Town Facilities

The majority of critical town facilities are located in the area of Route 6 and Samoset Road. This area included the Police Station, Fire Station and the Town Hall, located on one parcel on the south side of Route 6. Directly opposite is the “windmill green” which functions as a town center for festivals and other events. The town recently added a “bandstand” to this area to complement the Windmill on this site. An antique style hand water pump and trough complete this picturesque setting. Two hundred feet along Samoset Road is the town library. Plans are under discussion to expand the library within the next ten years. The Town recently acquired the property next door to prepare for this expansion.

Town facilities are designed, expanded and improved in an effort to ensure that a sufficient level of service is maintained. One measure of level of service (LOS) is done by reviewing staffing levels or operational standards versus population. Table 27 below provides level of service measures for several areas.

Table 27: Current Levels of Service (LOS)

Category:	Year-Round: (population 5,652)	Summer: (pop. 25, to 30,000)
Fire	438 people/f-t fire fighter 13 f-t fire fighters (+on call)	1,923 people/f-t 13 f-t (+on call)
Police	257 people/officer equiv. 22 f-t officers	1,086 people/officer equiv. 16 f-t officers (plus 7 summer)
Other Town Employees	3 per 250 dwelling units	
Roads	55 miles (town owned)	
Number of vehicles	1.7 per 1 total dwelling unit	
Vehicle trips/day	10 per residential unit	
Transit:		
Council on Aging	432 round-trips/yr. (.097 trips/person/yr.)	
B-Bus	2,213 one way trips	
Solid Waste*	7 Tons per day	19 Tons per day=3,695/year
Recycled Waste*	0.9 Tons per day	2 Tons per day
Schools:		
Number of Classrooms	4 per 100 students	
School Personnel	5 per 100 students	
Library books/year	98,300 circulation/FY01	
Open Space	.89 acres/capita	

***Note:** The waste collected represents waste from individuals, commercial establishments of different types, and a part of the Cape Cod National Seashore. In the summer the population swells with visitors who stay at campgrounds, cottage colonies, motels/hotels, cottages and homes as owners or renters and guests of others. They may or may not eat in Eastham. Garbage created may or may not be deposited at the Eastham transfer station because some commercial establishments and others may have their garbage hauled out of town under private contract.

General Town Administration Staffing

The Town Hall provides office space for the following departments and their staff, as listed below:

Table 28: Employee Staffing (2002)

Department	Full-Time Staff	Part-Time Staff
Assessing	2	1 (19 hrs.)
Treasurer/Tax Collector	3	1 (19 hrs.)
Town Clerk	1	2 (38 hrs.)
Building**	1.5	1 (19 hrs.)
Health**	1.5	1 (19 hrs.)
Planning/Appeals	1	1 (19 hrs.)
Accounting	2	0
Administration***	3	0
Data Processing**	1	

Notes: * The May 2002 ATM approved an increase in one of the part time positions to create 2 full-time, and 1 part time

** Building and Health share one full-time clerical staff person. May 2002 ATM approved increase in part time position to full time. So the health department will have available one full clerical plus the shared services. Also approved is a full time MIS person.

*** One clerical staff member in this department also provides receptionist/switchboard duties

The town has been making use of a MIS consultant. Increasing computerization and implementation of a network to serve the new fire station and beach program, supported the change of this to a full time staff position. The 1996 Local Comprehensive Plan, mentioned the possible benefit of a Finance Department, but pointed out that the elected status of the treasurer/tax collector precluded that option. If the charter changes mentioned are implemented, this may be a more viable option in the near future. Currently the finance group works collectively as is appropriate.

General Administration - Equipment/Service

The primary goal of any government is to deliver the best, most cost-effective services to its citizens. Technology is one way to efficiently enhance service. Limitations of the Town Hall and Fire Station buildings precluded much improvement in this area. The completion of the renovations of both structures, the addition of a full time MIS person, and the recent decision to acquire high speed internet service for these buildings will support improvement in this area. The town has acquired software and new hardware if acquired as needed to maintain state of the art computer capabilities in all town departments.

The Police and Communications departments are housed in the police facility completed in 1989. The communications department handles both police and fire dispatching. The town investigated using regional dispatching services offered by the county as part of a transition to E911, and determined that the local dispatching effort was preferable at that time. Changes in the county dispatch capability may make it more feasible to join in the centralized dispatch. The communications department operates with one on duty person. The department has recording capabilities, and all staff is ASPCO and EMD certified. (This is the highest-level dispatch and medical assistance certification available.)

Table 29: Police Department Staffing (unchanged since the 1996 Plan)

Police Department:

Police Chief	1	Full-time
Lieutenant	1	Full-time
Sergeants	3	Full-time
Operations Supervisor	1	Full-time
Prosecutor	1	Full-time
Detective	1	Full-time
Patrolmen	9	Full-time
Part-time Officers	10	Year-round, Part-time
Summer Officers	5	Temporary, Seasonal

Communications Center:

Dispatchers	4
Dispatcher/Records Clerk	1
Dispatchers, Part-time	3

The Police Department and Communications Center are housed in a facility constructed in 1989-90. The building was occupied on May 10, 1990. It is in good condition and repair. It is located on approximately one acre of land and has sufficient parking for its current use. The facility was designed to accept internal growth but as any structure nears ten years, mechanical systems need review as well as space needs. This building will be examined to determine its ability to provide sufficient spaces for a department expected to add four personnel within the next 15 years. The facility has emergency power with a 100 KVA generator with instant auto start. The detention portion of the building consists of five cells: one juvenile detention, one female, and three cells for males. The facility also manages the fuel distribution for municipal vehicles that use unleaded gas.

The Police Department currently has the following vehicles:

- Seven 1998-2001 Crown Victoria police cruisers
- One 2002 Ford F350 four-wheel drive vehicle.
- One 1996 Ford Aerostar Animal Control van.

Each of the aforementioned vehicles is fully equipped with radios, etc. The Chief of Police and the Lieutenant also have radios in their private vehicles for emergencies. The department has issued police portable radios to all of the full-time officers and has several spare older radios for the summer and temporary staff. Recently the department added “Nextel” cell phone radios to assist in communication among senior staff.

The Eastham Police Department is a member of the Barnstable County Narcotics Task Force and is a signatory to mutual aid agreements with the towns of Orleans, Wellfleet, Brewster, Harwich and the United States National Park Service.

Fire Department

The Fire Department has 13 full-time fire fighters, a chief officer, and a clerk. All full-time emergency personnel are cross-trained in both fire suppression and emergency medical services. Call staff have the same level of certification as the full-time staff. The clerk provides necessary administrative support in addition to managing ambulance billing and collections.

Table 30: Fire Department Staffing

Fire Chief	1
Captain	1
Lieutenants	4
Fire fighters	8
Call Fire Fighters	4 (plus two to be added in FY 03)
Clerk	1

Equipment and Apparatus:

Two Class 1 ambulances licensed at the Advanced Life Support level

Two Class 1 pumpers, each with the capability of carrying 1,000 gallons of water plus all the necessary equipment for initial and sustained fireground operations

One sedan for the Chief’s use and for use as an incident command vehicle

One 4x4 pickup truck for off-road access, inspection work and for towing supplemental

equipment.

Avon motor-powered boat

Portable lighting/air cascade system

One sedan for use as an inspection vehicle.

The new station completed in 2001 will allow the town to acquire additional necessary fire suppression equipment. The first to be acquired will be a tanker/pumper. The May ATM appropriated \$85,000 towards this purpose.

Fiscal Resources

The Fire Department relies on its share of municipal funds, but as activity has increased, additional sources of funding have had to be developed. Eastham was the second community in Barnstable County to introduce billing for ambulance transports. This program has been ongoing for the last 12 years. The revenues assisted in the purchase of capital equipment such as replacement ambulances, Scott air packs, medical equipment upgrades and direct budgetary funding.

Future Fire Equipment & Manpower Needs

Today's modern Fire Service recognizes the need to provide top-level pre-hospital emergency medical care. This department's major contribution in the form of aid rendered is medical (approximately 80%), with the remainder being fire suppression and code management. Fire fighters and emergency medical technicians also face hazardous materials, which were non-existent or no source of concern during the early development of the department. Bio-medical hazards, such as HIV, TB, and Hepatitis B are now an everyday reality. Additionally the potential of terrorist acts presents a real hazard to the entire force. These facts, together with the demographics of the population and the distance to the hospital contribute to the need for more staff and more highly trained staff as the department moves into the twenty-first century.

Public Works

The Department of Public Works has three primary areas of responsibility: 1) solid waste and recycling; 2) road and town-owned parking lot repair and maintenance; and 3) limited groundskeeping, and building and facility maintenance duties. While all department staff assists in all areas as needed, the general structure of the department assigns staff as below:

Solid waste/recycling	3
Highway, grounds, building & facilities maintenance and repair	5
Shared clerical services	40%

The town owns the following equipment:

Item	Year Purchased
444 Loader	1998
5400 Tractor	1996
Street Sweeper	1995
1-Ton Dump Truck	1994
1-Ton Dump Truck	1995
Basin Cleaner	1996
2, 6 to 8-yard Dump Trucks	1989
1 Roadside Mower	1973
Mich. Loader	1990

Solid waste is handled at a town-owned transfer station located at 555 Old Orchard Road. The transfer station was opened in 1989 and includes a recycling facility currently handling glass, cans, newspapers, plastic milk jugs, metal goods, demolition debris, and yard waste, waste oil and recyclable goods. A redesign of the facility to accommodate a greater variety of recyclable materials, improve traffic flow, and upgrade major equipment such as the scales, is currently underway. Funding may be sought in the fall of 2002.

Road maintenance and repair is funded by Chapter 90 money and town funds. The town uses gravel brought from its own sand pits located on Old Orchard Road to repair non-asphalt roads. Asphalt road repairs are eligible for Chapter 90 reimbursement. Oil and sand road repairs rely on town funding.

The DPW equipment needs are a major part of the annual capital expenditures, and while the department continues to rent equipment and operators as needed, all town owned equipment is current and kept in good repair, and replaced as needed.

Natural Resources

The Natural Resources Department provides management of the various environmental services of the Town including shellfisheries protection and propagation, herring runs, harbors and landings facilities and activities, Conservation Commission administration and open space land management. Recently, shellfish propagation activity was enlarged with the addition of a shellfish hatchery and training facility at Hemenway Landing. Both long-term seasonal staffers work in this facility. Additionally, the department is staffed year-round with four full-time personnel: 2 long term seasonal and 3 short-term seasonal assistant Natural Resources Officers. A clerk provides administrative support for this department and the DPW at 60% full time equivalent.

The equipment utilized in this department includes:

- Four four-wheel drive pickup trucks
- Two outboard patrol vessel
- Two outboard work skiffs
- Various outboard motors, pumps, navigation and communications electronics, computers and laboratory equipment.

The department is supported through the general fund appropriation. Fees collected for shellfish permits, dockage and moorings are also returned to the General Fund. Shellfish permit fees are variable from year to year due to the variability of shellfish stock. Fees collected by the Conservation Commission associated with wetlands projects are reserved and used for the administration of the wetlands statutes.

The department is housed in a facility shared with the Department of Public Works on Old Orchard Road. This building was renovated and expanded in 1990. The addition of a staff person however, has raised the question of the department's need for more space.

Capital improvements relate to maintenance and replacement of vessels and equipment, which are exposed to salt water environments on a regular basis. Shellfish propagation methods are evolving and being developed constantly as new methods are utilized and developed.

Educational programs are conducted both informally through visitor contacts and informational brochures and publications as well as formally through various school programs and lectures.

The staff of this department addresses a continuous variety of activity and interaction with the public. Whether the question is about public shellfish programs, aquaculture, beach erosion, boating safety, marine mammal strandings, or other natural resource matters, our goal is to protect the resources by helping humans who live or visit here appreciate the gifts that Eastham has to offer without destroying the very beauty that they provide.

Transportation

Route 6 traffic volume and speed is a major concern of Eastham. The town has worked with Mass Highway to increase enforcement of speed and other traffic laws. Further the state has reduced the speed limit on Route 6 to 40 mph throughout. Continuing work is focused on incorporating changes to reduce the number of conflicts with access and adjusting land use in the Town to eliminate the need for additional through lanes. The state has recently bid out work to make several intersection improvements along Route 6. This work will include signalization changes, pedestrian walk lights, bicycle crossing lights and new lane paint. Additional major work is planned at the intersection of Governor Prentice and Route 6. This will include "lowering" the roadway to improve sight distances for traffic exiting the south side of Governor Prentice.

Roadway maintenance is a major program requiring substantial and continued investment. Pavement management has been identified as the largest unmet capital need of the community. The Cape Cod Commission study, entitled Pilot Network Level Pavement Management Study, Eastham, Massachusetts, conducted in 1991, warns of a current need for one million dollars (\$1,000,000) to address an accrued need and the annual investment of two hundred thousand dollars (\$200,000) for direct roadway maintenance. The town however has been able to manage with the use of Chapter 90 town funds. The condition of the major roads in Eastham is excellent. Secondary roads are well maintained by town staff. The department has a plan to upgrade pavement surfaces on town owned roads to asphalt. This plan parallels the 1991 Management studies. Please see the Transportation section of the Local Comprehensive Plan for a detailed description of current conditions and projected future improvements and expansion.

Capital Improvements

The town has a five-year Capital Improvements Plan with single-year targets and funding sources identified. Education and septage treatment facilities are addressed by regional agreements. Separate from these regional programs, the major local projects address the departmental needs of all town departments. The absence of several major services (water and sewer) means that a smaller than normal capital investment level has been required. However, groundwater issues have created some limited discussion of a municipal water supply, particularly in the area of the landfill and along Route 6 where nitrate levels continue to increase. Please see the Water Resources section of the Local Comprehensive Plan for a detailed description of existing conditions and potential well sites, as well as analysis and recommendations. See also "Water Resources" in the Implementation section.

Because of the limited amount of vacant developable land and the limitations imposed by the existing zoning, there are few opportunities for large or intensive developments necessitating capital additions; however, the cumulative impacts of smaller developments will likely necessitate improvement in infrastructure and increased services over time. An alternative to the provision of additional infrastructure and facilities would be the implementation of a program to reduce growth potential. This alternative is viable given the Town's stated determination to maintain community character.

Review and Update of Capital Improvements Plan

The Eastham Charter requires a five-year capital plan be presented each year to Town Meeting. This plan sets priorities regarding: repair, remodeling, renovation, or replacement of obsolete or worn out facilities and equipment which contribute to achieving or maintaining standards for levels of service adopted in the Local Comprehensive Plan. New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand and, new or expanded facilities that ensure the adopted levels of service for new development and redevelopment during the next five fiscal years are identified through the five year Capital Improvement Plan and Planning Board, Board of Health and Conservation regulations.

While no new facility locations are included in the current plan, expansions of existing facilities are noted, specifically the Library and DPW Buildings. The town in the Capital Plan process estimates the cost of improvements for which the town has fiscal responsibility and analyzes the fiscal capability of the town to fund the improvements necessary to achieve or maintain the adopted levels of service. In addition the town identifies potential funding sources for all anticipated future capital improvements. In addition to construction costs the Town tries to assess subsequent annual operating and maintenance costs of a facility, prior to construction.

The Capital Improvements Plan is reviewed and updated annually in conjunction with the town's budget process. While not included as part of the plan text, items recommended for inclusion in the plan are reviewed and evaluated in the context of the following:

- A. Population projections,
- B. Existing inventory of public facilities,
- C. Existing operation cost of public facilities,
- D. Update of public facilities requirements analysis (actual levels of service compared to adopted standards),
- E. Financial and revenue forecasts,
- F. Sustainable financial capacity.

The Capital Improvements Plan for the Town of Eastham is included in the Local Comprehensive Plan by reference herein.

Recommended Town Actions:

- A. Participate with the Cape Cod Commission in developing a 20-year Regional Infrastructure and Facilities Plan.
- B. Continue the five-year capital improvement plan, as it is an effective tool to plan for acquisitions and to plan for funding those acquisitions while maintaining the fiscal health of the community, and ensuring that all town departments have adequate equipment and supplies to carry out their duties.
- C. Continue its practice of participating with others in investigation and data collection for surface water quality data such as Town Cove.
- D. Continue its practice of participating with others in investigation and data collection for sub surface water such as the USGS study.

- E. Continue to support local well water monitoring and data gathering programs such as the nitrate-testing program.
- F. Continue to press electric utility companies to underground service.
- G. Consider development of certain town owned parcels as industrial land to foster local industrial development.
- H. Continue to work with the state to ensure improvements to Route 6

See also "Capital Facilities & Infrastructure" in Implementation section.

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